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ABSTRACT

Though less reliant on military images, women administrators have also used, and been required to use, battle models of leadership. Those who operate under different leadership assumptions have only recently received professional acceptance. The work of Carlos Castenada reveals how the Yaqui Indians trained their spiritual leaders (their "warriors") by combining masculine and feminine forces, and he explores seven significant "Principles of Power" characteristic of both male and female warriors. Interviews with 12 female superintendents reveal the applicability of these principles to their professional lives. Principle 1, "Knowing the Battleground," focuses on the importance of expectations unique to women in a traditionally male-dominated position of authority. Principle 2, "Discarding the Unnecessary," explores sacrifices women superintendents must make. Principle 3, "Choosing Battles," explains challenges women face trying to meet students' needs. Principle 4, "Taking Risks," explores the need to take risks. Principle 5, "Seeking Retreat," examines the use of mental and emotional retreats. Principle 6, "Compressing Time," explains that female superintendents must be "time leaders" with a broad appreciation of multiple, intersecting realities. Principle 7, "Exercising Power," reviews the nature of exercising power under the collaborative models that power research reveals are characteristic of women leaders. Success in practicing the seven principles is revealed in the ability of these women to laugh at themselves, remain patient, and improvise in ways appropriate to the situations they confront as superintendents and as women. (TEJ)

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